

FY08 Quality Management Office Business Plan

1. Fiscal Year Objectives and Performance Targets

Annual Laboratory Plan Support Activities

Strategic Focus Area	Objective	Target	Office Target/Activity	Owner	Contributors	Completion Dates	STATUS
Achieving Excellence in ESSH	Transition BNL to a culture of injury prevention	Develop and implement Human Performance Initiative (HPI) Strategy and internal communication and stakeholder engagement plan	1. Establish and Charter the Lab's HPI Steering Committee 2. Train group of Line SMEs to then 3. Establish the HPI Implementation Team 4. Certify 5 SMEs as Certified HPI Trainers 5. Provide worker level training to select organizations 6. Develop metrics to measure "success"	J. Labas	Fisher Improvement Technologies	2 Year Project (Project Plan to be Developed)	See ALP status
	Transition BNL to a culture of injury prevention	New Target "Pilot an Idea System"	Pilot an Idea System	J. Labas	Alan Robinson	2 Year Project (Project Plan to be Developed)	All areas in Ops pilot by end of fiscal year. ACTION NEEDED: Stasia
	Revitalize Integrated Safety Management at BNL	Develop a Corrective Action Plan for the ISM Review report findings. Incorporate it into the ISM/Safety Improvement Plan	ISM Corrective Action Plan <ul style="list-style-type: none">Causal Analysis Support	R. Lebel	E. Sierra/J. Usher/J. Wilke	1/15/08	A project plan was developed and statused once a month.
	Revitalize Integrated Safety Management at BNL	Develop a Corrective Action Plan for the ISM Review report findings. Incorporate it into the ISM/Safety Improvement Plan	Strengthen and enhance Events/Issues Management Process	E. Sierra		TBD	The approach was presented to senior management. They were satisfied with the corrective action risk prioritization however they would like the issues management to be look at modeling it after the 3BPB process (more institutional). ACTION: Review 3BPB Process

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	Revitalize Integrated Safety Management at BNL	Develop a Corrective Action Plan for the ISM Review report findings. Incorporate it into the ISM/Safety Improvement Plan	Improvements to the Corrective Action Management Process (as it relates to Assessments) and ATS <ul style="list-style-type: none"> Risk Prioritization Extent of Condition Effectiveness Reviews 	B. Kushner	J. Usher	5/5/08	The approach was presented to senior management. They were satisfied with the corrective action risk prioritization however they would like the issues management to be modeled similar to the 3PBP process.
	Revitalize Integrated Safety Management at BNL	Execute the ISM/Safety Improvement Project Plan, including a comprehensive internal communication plan	ISM Champions Workshop	J. Wilke	H. Todosow	12/21/07	Completed in 11/07.
	Revitalize Integrated Safety Management at BNL	Execute the ISM/Safety Improvement Project Plan, including a comprehensive internal communication plan	Operations Management Forum - Support	J. Wilke		1/08, 5/08, 9/08	Mike Bebon is going to request E. Johnson to take over the as Chair of the Forum.
Improve Quality/ Reduce Cost of Doing Business	Effective corporate assurance	Assurance reports to corporate risk committees reflect a comprehensive and objective assessment of institutional risks	Contractor Assurance Process – Reporting support to PSP <ul style="list-style-type: none"> Annual Laboratory Plan 3-Year Plan Corporate Assurance PEMP Management Systems 	T. Baker/ J. Usher	B. Kushner	Period Basis Aligned with BSA Board Schedule	Period 2 reporting is continuing. More Performance Soft administrators will be trained during P3.
	Revitalize Integrated Safety Management at BNL	Execute the ISM/Safety Improvement Project Plan, including a comprehensive internal communication plan	Requirements Management <ul style="list-style-type: none"> Contract Mapping 	S. Scocca		8/08	100 % complete 6/18/08
	Meet Contract Performance Expectations	DOE Rating greater than or equal to B+	Meet performance targets (See PEMP Table)	QMO		9/08	Events/Issues Management needs attention - YELLOW

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DOE Performance Evaluation And Measurement Plan (PEMP) Support Activities

Performance Goal	Measure	Office Activity	PEMP Driver	Owner/Contributor	Completion Date	STATUS
6.0 Deliver Efficient, Effective, and Responsive Business Systems and Resources that Enable the Successful Achievement of Laboratory Missions	Target 6.4.1.1 Corrective Action Plan Implementation	Implement Corrective Actions	Target 6.4.1.1	S. Stein/ J. Wilke	12/30/07 - Complete	Complete
5.0 Sustain Excellence and Enhance Effectiveness of Integrated Safety, Health, and Environmental Protection	Target 5.2.1.5 Follow-up Corrective Action Plan	Develop Contractor Assurance CAP	Target 5.2.1.5	R. Lebel/E. Sierra/J. Usher/ B. Kushner	1/25/07 - Complete	Complete
4.0 Provide sound and competent leadership and stewardship of the Laboratory	Corporate Leadership – BSA is responsible and accountable for Laboratory performance.	Support corporate leadership by providing effective stewardship and accountability of Laboratory assets, operations, systems and managers.	Target 4.2.1.1	R. Lebel	P1, P2, and P3	Supporting Operations Risk Committee.
5.0 Sustain Excellence and Enhance Effectiveness of Integrated Safety, Health, and Environmental Protection	Target 5.1.1.1 BSA will meet the Office of Science goal of 0.25 DART cases per 200,000 hours worked	Work Safely, follow OHSAS	Target 5.1.1.1	All	9/30/08	No first aid cases/injuries
	Target 5.1.1.2 BSA will meet the Office of Science goal of 0.65 TRC cases per 200,000 hours worked	Work Safely, follow OHSAS	Target 5.1.1.2	All	9/30/08	No first aid cases/injuries
	Target 5.1.1.3 BSA will demonstrate a reporting culture through effective implementation of feedback and improvements processes for ES&H performance. DOE will evaluate through assessment of a representative sample of issues/events for appropriate categorization and effective causal analysis.	Monitor issues/events for appropriate categorization and effective causal analysis	Target 5.1.1.3	E. Sierra	9/30/08	On track – see PEMP status ACTION: Meet with BHSC

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Performance Goal	Measure	Office Activity	PEMP Driver	Owner/Contributor	Completion Date	STATUS
	Target 5.2.1.4 Feedback and improvement – BSA will demonstrate effective implementation of their safety observation process for Level 1, 2, and 3	Perform Safety Observations	Target 5.2.1.4	R. Lebel	9/30/08	Goal = 12, Status = 3, Need to catch-up Revise Safety Observations to make it Work Observations (HPI)
	Target 5.2.2.1 Maintain certification of the Environmental Management System to the ISO 14001:2004 standard as determined by the third party audit.	Develop FY08 goals for QMO and continue to implement	Target 5.2.2.1	S. Stein/All	9/30/08	No action has been taken on: EMS Obj. 1 - Improve Electronics Stewardship; Obj. 2 - Improve the ISO 14001System All of the above are due.00 by 9/30/08
	Target 5.2.2.2 Maintain certification of the Occupational Safety & Health Management System to the OHSAS 18001 standard as determined by the third party audit.	Develop FY08 goals for QMO and continue to implement	Target 5.2.2.2.	S. Stein/All	9/30/08	No action has been taken on: OSH Obj. 1 - Improve accident and injury rate performance; Obj. 2: Achieve full compliance with applicable occupational safety & health requirements All of the above are due.00 by 9/30/08 OSH Obj. 3: Improve staff awareness of the occupational safety & health hazards of domestic and foreign travel Status: Completed
6.0 Deliver Efficient, Effective, and Responsive Business Systems and Resources that Enable the Successful Achievement of Laboratory Missions	Target 6.2.2.2 Demonstration of successful control of laptop computers	Protect Lap Tops Computers – At BNL and Away from BNL	Target 6.2.2.2	All Lap Top Owners	9/30/08	Need to ensure that conference room is locked.
	Target 6.3.2.1 95% of Level II Managers will complete Diversity Engagement Practices Checklist(s).	Complete checklist and implement as required	Target 6.3.2.1	R. Lebel	TBD	Unsure
	Target 6.4.1.1 BSA will develop, implement and demonstrate significant progress towards completing actions responding to the FY 2007 review of the Contractor Assurance System.	Develop and implement Corrective Action Plan	Target 6.4.1.1	R. Lebel/T. Baker/J. Usher/E. Sierra	9/30/08	See PEMP status
	Target 6.4.1.2	Develop and	Target 6.4.1.2	E. Sierra	9/30/08	On-going, meeting held in April, next in

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Performance Goal	Measure	Office Activity	PEMP Driver	Owner/Contributor	Completion Date	STATUS
	BSA will demonstrate a more effective and consistent process for analyzing SCBNL events and issues from surveillances and assessments using defined causal analysis methodologies.	implement process for SCBNL events				July
8.0 Sustain and Enhance Effectiveness of Integrated Safeguards and Security Management (ISSM) and Emergency Management Systems	Objective 8.3 – Provide an Efficient and Effective System for the Protection of Special Nuclear Materials, Classified Matter, and <u>Property</u>	Protection of Property	Objective 8.3	All	9/30/08	Obtain greater awareness of OPSEC Action: Helen

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DDO Level Activities

Objective	Activity	Responsible Manager	
Consistent and effective management principles and practices	<div>1. Continue Leadership Development Program with two additional groups</div> <div>2. Complete work of Operations Hedgehog, People Process & Idea System teams</div> <div>3. Integrate work of the three Operations teams with work of the Policy Council teams</div> <div>4. Develop a program to introduce Lean Six Sigma principles to Operations managers</div> <div>5. Initiate a Management Seminar Series to introduce leading edge ideas</div>	M. Bebon	
Improve Illness and Injury Performance	<div>1. Develop management goals for safety observations</div> <div>2. Review observation trend analyses and develop Corrective Action Plans</div>	Bebon, Coleman, Lebel, Healey, Biegelman	QMO safety observation goal = 12/year
	Implement an Idea System at the Division/Office level and roll-up to Directorate	Bebon, Coleman, Lebel, Healey, Biegelman	ACTION: Stasia to take lead
Leverage opportunities to influence emerging DOE policies and share lessons learned by networking across the DOE complex	Evaluate participation in EFCOG working groups and realign as appropriate	M. Bebon	<div>2 Presentations were given:</div> <div>“Brookhaven National Laboratory (BNL) Events & Issues Management: Audit Results” at EFCOG meeting to both the ORPS Task Group & the QA Group, Las Vegas (10/24/07)</div> <div>“DOE Recurring Type ORPS Reports (2003-2007): A Narrative Study” at EFCOG Meeting to the ORPS & the Feedback and Improvement Subgroups on 3/25/08 & 3/27/08 respectively, TN.</div>
Formalize use of the Operations Forum	Hold meetings in preparation for the three BSA Board Meetings at a minimum	L. Hill	N/A
Quality Continuous Improvement	<div>1. Perform Configuration Control Assessment</div> <div>2. Revise SBMS configuration control documentation</div> <div>3. Develop a plan for addressing configuration control issue backlog</div> <div>4. Assist NSLS-II to develop project quality program and provide oversight</div>	R. Lebel	Removed from Plan in next version
SBMS Continuous Improvement	<div>1. Review steward and POC assignments for all Operations management systems and revise as appropriate</div> <div>2. Develop R2A2s and JTAs for all stewards and POCs</div> <div>3. Implement training in accordance with JTAs</div> <div>4. Develop performance metrics for each Operations Management System</div> <div>5. Develop a 5 year assessment plan for each Operations Management System</div> <div>6. Revise SBMS documentation development process, e.g., steering committee, changing SME role vs. steering committee</div>	R. Lebel	<div>6) Oversight committee working to define process</div> <div>5) Assessment planning revised, working thru Ops first</div> <div>2) IAP training planned for September</div> <div>7) BNL assigned facilitator, actively involved: 8 processes completed; 4 additional planned for FY08. Continuing into FY09.</div>

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Objective	Activity	Responsible Manager	
	7. Support Battelle initiative to create a “Next Generation” SBMS based on work sequences		Home page re-designed, improved
Integrated Assessment Continuous Improvement	Analyze results of Integrated Assessment Program workshops and develop an improvement and corrective action plan	R. Lebel	

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Quality Management Office Activities

Objective	Activity	Owner	Contributors	Completion Date	STATUS
Improve Illness and Injury Performance	Tier 1 Inspections	R. Lebel	All, Kay Conkling	Annual	To be scheduled
Leverage opportunities to influence emerging DOE polices and share lessons learned by networking across the DOE complex	DOE BHSO and Germantown interface	R. Lebel (All)		Quarterly	On-going, ISM order, QA and
	Battelle Performance Assurance Community of Practice	R. Lebel	All	Quarterly	On-going
Staff Development	Staff Goal Planning <ul style="list-style-type: none">Professional & Personal DevelopmentProvide group Under-standing of Salary adjustment processPerformance ExpectationsAttendance Expectations	R. Lebel		10/07-2/08	On-going, check performance goals
	QMO Lecture/Information Series	E. Sierra (All)		Monthly	3 lectures to date, need to improve
	Mentoring of “Jr.” QA Persons	R. Lebel		Continuous	On-going
	Team Building Activities <ul style="list-style-type: none">Team BuildingBBQ / Don Ho DayBreakfastsHappy HoursIce cream Party (Year End)Walk for BeautySports/GamesBrain teasers (R. Lebel	All	Continuous	Completed 6/18/08

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Objective	Activity	Owner	Contributors	Completion Date	STATUS
	FY08) <ul style="list-style-type: none">Birthday lunches				
	Explore - Develop and Implement Exercise Program	C. Patterson		11/07	Courtney needs to do some work, John is coach of Brand New You Health Program
Quality Continuous Improvement	Bi-Annual LL Coordinators workshop to prompt feedback, evaluate, and improve the BNL LL program.	E. Sierra		Periodic	Planned for week 6/23
	Maintain and Facilitate acceptance & testing of incoming product (A1/A2) – Field Implementation and Documentation	R. Roberts		Continuous	On-going, improvements underway, contacting Department about inspections, develop CAP
	Manage ORPS/Lessons Learned for BNL	E. Sierra		Continuous	On-going
	Management of Counterfeit / Suspect Items for BNL	R. Roberts		Continuous	Ditto from above – Roberts
	Effectiveness Review of Internal Controlled Documents SA and process	S. Stein		9/08	Planned in 8/08 (McCallum)
	Quality Rep Communication <ul style="list-style-type: none">Training & QualificationMeetings	R. Lebel		Periodic	Developing procurement web-based training, provided procurement training
Integrated Assessment Continuous Improvement	Assessment Management and Analysis	R. Lebel (TBD)		Continuous	Moving ATS to sql server, developed 3 phase process
	Revise the Integrated Assessment Program MS Description and subject area	J. Usher		9/30/08	Description revised
	Develop / maintain BNL Assessment Calendar	J. Usher		Continuous	On-going
DOE PEMP Management	Prepare FY07 Year-end Report (PEMP)	J. Usher/T. Baker		11/07	Completed
	Develop FY09 PEMP	J. Usher		7/08	In process, due 7/15

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Objective	Activity	Owner	Contributors	Completion Date	STATUS
	Prepare FY08 PEMP Period Performance Summaries	T. Baker		2/08, 6/08, 10/08	Completed Period 1 and 2
Contractor Assurance	Prepare Operations Risk Report to DDO	T. Baker	B. Kushner	2/08, 6/08, 10/08	Discontinued due to new Jeff Smith process
	Develop a process for status on the Operations Business Plan by Division/ organization/SFA	J. Wilke (TBD)	B. Kushner	2/08, 6/08, 10/08	Discontinued, developed by M. Healey
	Coordinate/Conduct FY08 Annual Review of MS for DDO	J. Canestro		8/08	scheduled
	Prepare FY07 Integrated Assessment Report (OPS)	J. Wilke	H. Todosow/J. Usher/ B. Kushner /R. Roberts	1/08	Complete
	Prepare Analysis of Assessment Results by MS	J. Usher	H. Todosow	2/08, 6/08, 10/08	On-going
Leadership Development	Provide Six Sigma Overview for DDO Management Team	J. Labas		TBD	TBD
	Coordinate Leadership Learning/Development for Senior Management	J. Labas		TBD	TBD
	People Process/Hedgehog Support	J. Wilke/J. Labas		TBD	TBD
Quality Continuous Improvement	Effectiveness Review of Internal Controlled Documents SA and process	S. Stein		9/08	Scheduled for August